

2017 EXAMINATION PREPARATION GUIDE

H-22 Lieutenant, Bureau of Fire Prevention



Contents of This Guide

This *Examination Preparation Guide* is intended to help you prepare for your upcoming H-22 Lieutenant promotional examination. It will cover the following:

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1. INTRODUCTION

This guide is intended to help prepare you for your upcoming H-22 Lieutenant examination. A general description of the test is provided, along with sample test instructions and questions, so that you have a general idea as to what to expect on the day of the test.¹ The Department of Human Resources Public Safety Team (PST) has also included some suggestions, tips, and recommendations that have been known to help past examination candidates here in San Francisco and elsewhere. Of course, the PST cannot guarantee that following these suggestions and tips will automatically result in a high test score. Preparing for a test is ultimately each candidate's responsibility. In fact, many successful candidates often go well beyond what is suggested in this guide to prepare.

Candidates are reminded that the examination process is ultimately governed by the job announcement and official documents such as Civil Service Rules. Many of these regulations are available on the City's websites, www.sfdhr.org/ and www.sfgov.org/civilservice/.

If you have any questions after reading this Preparation Guide, please send them to dhr-publicsafety@sfgov.org. Your email should be received no later than 5:00 PM Pacific time on November 4, 2017. Please include "H-22 candidate question" in the email's subject line. Also note that, in order to be fair, the PST will not answer one candidate's question without sharing the answer to the question with everyone. Therefore, the PST responses to relevant questions will be emailed to candidates and also posted on the DHR website no later than 5:00 PM on November 17, 2017. For obvious reasons, we cannot answer questions that might compromise the security or validity of the test.

It is important that PST has a current valid e-mail address to which to send all official notifications. If you changed your e-mail address or name after filing your application, be sure to visit www.jobaps.com/sf and select "Update My Contact Info".

We wish you the best of luck as you prepare for and participate in the promotional process.

¹ The PST reserves the right to make changes to this guide, if necessary. If modifications are required at a later date, the PST will notify you of the revision(s) as soon as possible prior to the test.

2. OVERVIEW OF THE 2017 PROMOTIONAL PROCESS

The primary focus of this guide is to help you prepare for the first test component, the In-Basket Exercise (IBE), and the second component, the Performance Exercise (PE) Role Play. In this guide, you will learn about the IBE and PE test format and instructions, and tips that will help you to do your best on the day of the assessment.

Read through the entire guide carefully. By learning the process through which your assessment is being developed and conducted, as described within this study guide, you can better understand how to use the remainder of your pre-assessment preparation period to prepare for this process.

2.1 The Promotional Examination Components

As indicated above, the H-22 Lieutenant promotional examination process will include two components: 1) IBE; and 2) PE. The exam component weights are as follows:

IBE = 67 %

PE = 33 %

Component 1: In-Basket Exercise

The first component is an In-Basket Exercise (IBE) that will be used to measure basic knowledge, skills, and abilities (KSAs) necessary to assume first-line supervisor responsibilities. All H-22 candidates will be scheduled to take the IBE the same day. It is tentatively scheduled for November 29, 2017.

Component 2: Performance Exercise (PE) Role Play

The second component of the process is a performance exercise (PE) role play. The PE is a method that is often used in the public sector to determine which candidates possess the requisite KSAs necessary to perform effectively for the position of interest. All H-22 candidates (as well as all H-24 candidates) will complete the PE on the same day. The PE is tentatively scheduled for November 30, 2017.

Important: Candidates who qualify to take both the H-22 and H-24 examinations must choose whether to take the H-22 PE or the H-24 PE. The exercises are similar in that both are designed to measure the same KSAs. However, the stimulus material for the H-22 will be prevention-related, and the stimulus material for the H-24 will be investigation-related. This choice must be communicated via email to dhr-publicsafety@sfgov.org by 5:00 PM on November 4, 2017. Candidates scheduled for both examinations who do not indicate a choice by 5:00 PM on November 4, 2017, will be automatically assigned to a test form based on their current assignment [H-4s will be assigned to H-22, and H-6s will be assigned to H-24].

3. TEST DEVELOPMENT PROCESS

3.1 Job Analysis

Job analysis is the process of studying a job to determine the specific tasks that employees in that position perform, as well as the competencies (i.e., KSAs) needed to perform those tasks. Results from job-analysis studies often yield job descriptions and lists of KSAs and other attributes that may be required of individuals who perform the job being studied. For the current H-22 Lieutenant promotional process, information gathered from the most current job analysis completed in 2017 was used to identify the tasks, KSAs, and behaviors that served as the foundation of the testing process.

3.1.1 Results

The following sections present tasks (organized by major duty area), knowledge areas, and ability areas that were determined by the job analysis to be important to the H-22 Lieutenant position.

3.1.1(a) Task Statements

Supervises Subordinates/Performs Managerial Administrative Duties
Monitors Bureau of Fire Prevention (BFP) inspection programs and revises inspector schedules in order to ensure that inspections are conducted within the required time frame and that objectives are being met.
Monitors the amount and type of work subordinate does by reviewing documents such as work logs, appointment journals, activity reports, and daily worksheets.
Monitors actions and behaviors of subordinates to ensure that they are consistent with Division of Fire Prevention and Investigation (DFPI) policies, practices, and procedures.
Consults with inspectors on difficult or complicated aspects of code enforcement and fire prevention.
Answers questions from subordinates regarding the appropriate interpretation of codes.
Answers questions from inspectors regarding appropriate procedures and/or techniques to assist them in conducting inspections.
Monitors completion of follow-up inspections by inspectors to ensure that safety violations found during an inspection are abated per instructions.
Evaluates the work of subordinates based on the appropriate codes to ensure that codes are interpreted correctly.
Distributes work assignments to subordinates.
Ensures that assignments given to subordinates match their skill levels.
Ensures that the amount of work assigned to subordinates is balanced.

Assigns activities to subordinates based on the strengths of the subordinate and the requirements of the activity.
Discusses work assignments with subordinates to ensure that work is completed correctly and on time.
Reviews unit work load and/or work orders to determine the amount and priority of work that must be completed by the unit.
Determines whether an inspection should be conducted by a single inspector or by a team of inspectors, based upon the size and nature of the work.
Reviews the time rolls and journal entries to determine available work force.
Receives oral and/or faxed information regarding employee attendance to determine available work force.
Checks telephone messages/sick message line to determine which members and/or officers have called in sick or will be late.
Records phone messages indicating members that are available for overtime, and determines which members have been approved for an overtime assignment.
Approves overtime for subordinates, if appropriate, when Fire Marshal is unable to do so.
Ensures that overtime assignments are distributed fairly among subordinates per Department policy.
Approves or denies requests by subordinates for time off, time coming, vacation, etc.
Conducts section meetings to update subordinates on topics related to San Francisco Fire Department (SFFD) or to fire prevention.
Conducts meetings with subordinates to discuss Departmental policies and issues that affect work performed by inspectors.
Relays information orally from superior officers to subordinates to ensure that Departmental and related functions are carried out as directed.
Relays information in writing and/or email from superior officers to subordinates to ensure that Departmental and related functions are carried out as directed.
Demonstrates to subordinates how work tasks should be done.
Shares his or her work experience with subordinates and peers.
Explains new Departmental information and/or newly issued General Orders at meetings.
Observes inspectors to ensure that they are wearing the proper uniform.
Explains to subordinates the Departments rules and policies regarding proper attire to ensure compliance with the dress code.
Offers recommendation of appropriate candidates for positions within the BFP, in order to fill assignments.
Delegates meeting attendance to subordinate as a representative the BFP.
Directs the inspection and enforcement activities of inspectors at special events.
Ensures that he/she understands information provided orally by superiors, subordinates, and peers at emergency incidents.
Evaluates and Counsels Subordinates

Evaluates employee's work performance for the purpose of completing performance appraisals by reviewing written reports and other documents submitted by employee and observing the employee's performance.
Uses the computer to retrieve information regarding proper documentation of work accomplished by subordinates, to monitor their performance.
Discusses performance and behavioral issues individually with subordinates in an attempt to resolve them in an informal manner.
Counsels subordinates regarding work-related problems and/or non-work-related issues to help resolve problems that impede work performance.
Helps subordinates overcome difficulties or deficiencies with regard to their work.
Meets with subordinates to discuss their performance appraisals to provide them feedback regarding job performance.
Informs subordinates when their work needs to improve to ensure that their work performance meets Department standards.
Recommends employees seek help for personal problems through the Employee Assistance Program (EAP) and/or Stress Unit.
Investigates and documents allegations against subordinate employees of his/her unit, as directed by a superior officer, by collecting and examining physical evidence and interviewing witnesses, complainants, and other inspectors.
Carries out specific steps in the employee disciplinary processes according to procedures set forth in the SFFD Rules & Regulations and Policies & Procedures.
Conducts Training and Facilitates Professional Development
Trains Department personnel in topics such as citation issuance, special projects, code enforcement, and other areas related to assigned duties.
Trains newly appointed inspectors in the procedures of the BFP and in the interpretation of the various codes.
Asks subordinates questions during training to ensure that they understand.
Recommends inspectors for job-related training or skill maintenance programs to learn about changes in fire codes, changes in building codes, etc., in order to improve inspectors' work performance.
Evaluates training requests from subordinates to recommend approval.
Gives inspection assignments to subordinates to enhance their growth and development.
Attends training sessions held by BFP on issues related to conducting inspections, changes in codes, and other job related topics.
Attends conferences/training for professional development.
Attends officers' meetings to gather information from peers and superior officers in order to present the information to subordinates.
Attends officers' meetings to present information to peers and superior officers.
Reviews diagrams of sprinkler systems, fire suppression systems, etc., to facilitate the discussion of them with subordinates.

Record-Keeping and Document Review
Maintains log of overtime accumulated.
Maintains training log.
Calculates dollar amounts of violations in order to present building owners with the total amount that they owe to the Department.
Maintains files and office filing systems.
Maintains log book of all citations issued by the Department for fire code violations.
Confirms proper recording of time roll documents.
Monitors fire permit license expirations by reviewing reports sent from the Assessor's Office.
Maintains files, including copies of documents, permit applications, permits, etc.
Accesses records in computer files in order to review status of plans and work being performed.
Ensures completion of all necessary procedures by inspectors in implementing the SFFD accelerated code enforcement program.
Monitors revenue collected by the Department.
Makes appropriate personnel entries in the journal.
Report Writing, Review and Written Correspondence
Reviews and prioritizes contents of home page to ensure that all work is completed by deadlines.
Reviews BFP report forms and data entry for completeness, accuracy, and compliance with Department procedures.
Reviews notices of violation that are sent to the public to ensure the notices are accurate and complete.
Reviews work logs completed by subordinates to track work completed.
Reviews proposed administrative bulletins and legislation related to fire prevention activities to recommend action to superior officer.
Reviews computer-generated or pending work reports to determine the status of assigned work and the amount of work completed.
Reviews permit applications on major projects.
Reviews building code violation history on computer in order to answer questions from building owners.
Reviews notices of violation from inspectors to ensure that they have been completed properly.
Reviews hazardous materials handling and storage plans for all occupancies.
Reviews Material Safety and Data Sheets for compliance with applicable codes.
Reviews requests for time coming to determine whether they should be approved.
Reviews requests to use intermittent daily vacation to determine whether they should be approved.

Reviews requests for time coming and/or pay as a result of Working Day Off (WDO) to determine whether they should be approved.
Reviews e-mail messages to determine the meetings that must be attended.
Reviews letters and memos from the Fire Marshal requesting interpretation of applicable codes.
Reviews applicable codes at the request of the Fire Marshal to determine appropriate code requirements.
Reviews Temporary Modified Duty (TMD) and Family Medical Leave Act (FMLA) and unusual incident reports prepared by subordinates to determine what actions need to be taken.
Reviews memos and reports prepared by inspectors to ensure that content includes proper actions, suggestions, and referrals, and that appropriate personnel receive copies.
Reviews fee-related disputes in order to make recommendations to superior officers regarding how to handle the situation.
Edits inspectors' written responses to inquiries or complaints to ensure accuracy, completeness, diplomacy, and proper spelling and grammar.
Prepares letters to send to property owners to request payment of delinquent citation and re-inspection fees.
Completes accident, injury and related reports (e.g., 3807, Supervisor's Accident Investigation Report (SAIR), 5020, DWC 1, general forms, witness statements, etc.) to comply with City and State regulations governing employees who are injured on the job.
Completes Department payroll for employees within the unit.
Completes annual performance evaluation forms on subordinates to document work performance and performance goals.
Completes counseling reports to document problem situations and actions taken.
Completes Department injury reports to internally document injuries to subordinates.
Completes Supervisor's Accident investigation Report (SAIR) to document investigations of accidents on Department property.
Completes Workers' Compensation benefits form to document employee injuries for purposes of determining workers' compensation.
Completes the Employee Report of Occupational Injury to document injuries to employees while working.
Completes Injured Members and Witnesses General Form Report to document injuries to employees while at work.
Writes memos to inform subordinates regarding disciplinary action against them or to document agreements reached in counseling or disciplinary meetings.
Writes letters outlining where plans or proposals fail to comply with code requirements and/or standards.
Prepares written guidelines for administrative bulletins and policies and procedures that apply within the Bureau.
Prepares power point presentations for use in conducting work-related training.
Drafts letters regarding code issues, for review by a superior officer.

Drafts letters for superior officer's signature in response to requests for code variance or proposals to provide equivalent protection.
Drafts letters to groups, individuals, businesses, and public and private agencies regarding fire prevention and life safety issues, for review by a superior officer.
Drafts instructions and orders for inspectors who are assigned overtime details.
Writes reports about the status or completion of regularly assigned work and special projects.
Drafts letters to persons who have complained about a fire safety problem, detailing results and outcomes of investigations or actions to be taken, for review by a superior officer.
Drafts pre-fire plan for evacuation of hotels in anticipation of arrival of dignitaries.
Prepares reports regarding unusual occurrences.
Performs Community Relations
Advises business owners, building or office managers, and fire suppression officers on regulations regarding Christmas tree displays.
Responds to questions from the media, with approval from the Public Information Officer (PIO).
Responds verbally to questions and/or complaints from all concerned parties, including owners, contractors, and inspectors, about special projects, fire codes, code violations, inspections, and prevention plans.
Meets with complainants at a building or job site to obtain a better understanding of the situation.
Listens to explanations of construction code problems from contractors.
Explains to contractors why an inspection was not passed.
Determines whether contractors' explanation of a problem during an inspection is plausible.
Addresses disagreements between inspectors and business/property owners or managers and contractors.
Discusses safety conditions, safety violations, and consequences, such as blocked or unlit exits, overcrowding, dangerous storage conditions, etc., with owners, managers, or contractors to convey necessary changes for compliance with state and local life safety codes.
Serves as the Department's official representative at meetings with business and government representatives.
Meets with representatives of the City Attorney, building owners/managers, architects, engineers, contractors, and building, electrical and plumbing inspectors in order to resolve conflicts regarding compliance and/or interpretations.
Refers citizens to the appropriate authority or agency based on their request so that citizens can obtain needed information or services.
Attends pre-construction and equivalency proposal meetings to discuss code requirements.
Explains the appropriate interpretation of codes to contractors, building owners, architects, engineers, and designers, etc.
Takes notes at meetings with contractors, building owners, engineers, etc., to better understand the issues that are being raised.

Questions contractors, building owners, engineers, etc., regarding issues or problems related to applicable codes.
Takes phone calls from upset contractors, tenants, and landlords to determine the nature of their problem and how to solve it.
Talks with distraught or upset citizens to calm them, resolve their problem(s), or otherwise obtain help for them.
Removes persons to the periphery of a scene without upsetting them unnecessarily.
Coordinates with SFFD Homeland Security regarding visiting dignitaries.
Serves as a liaison between the Department and other government agencies.
Conducts and Assists with Inspections
Conducts an inspection of the setup for shooting off fireworks at a public event.
Conducts inspections of all State Fire Marshal regulated occupancies for compliance with applicable codes.
Conducts inspections of buildings and/or establishments by special request of Chief, inspector, building owners, building managers, construction contractors, licensing or permit boards, or other City departments to ensure compliance with life safety code requirements or to expedite inspection processes.
Conducts inspections of high-rise buildings by walking throughout the building and locating life safety systems in order to ensure proper placement.
Inspects large gatherings, public assemblies, homeless shelters, etc. for fire code violations.
Inspects buildings to determine change of use.
Inspects exit areas to ensure that they are unobstructed.
Coordinates the inspection activities of subordinates with plumbing inspectors, building inspectors, etc.
Assists inspectors in conducting inspections when they have questions concerning codes, permits, or other fire prevention activities.
Ensures coverage of inspection appointments of absent inspectors if reassignment to another inspector is not feasible.
Inspects building for conditions that are a fire hazard.
Conducts life safety inspections to determine that life safety systems function properly before tenants move into building.
Conducts inspections or reviews proposals that modified approved plans to determine conformance with applicable fire and building codes.
Discusses code enforcement interpretation issues with superior officer to determine appropriate actions to take.
Monitors the correction of violations by person responsible for the correction to assure compliance.
Researches applicable codes in the process of conducting inspections or writing reports.
Responds to telephone calls from citizens requesting inspections by determining the needs of the citizen and either responding in person or assigning staff to handle the inspection.

Verifies that hood and duct systems are correctly designed and installed according to permit/approved plans by a licensed contractor or system installer.
Recommends future action to be taken by other agencies when reviewing proposed modifications to already-approved plans.
Witnesses tests made by contractors of the life safety systems in high-rise buildings in order to ensure that they are functioning properly.
Inspects warehouses to make sure exits are clear and marked and that fire extinguishers are properly located.
Checks State Fire Marshals tags on fire extinguishers to make sure that the fire extinguishers have been serviced appropriately.
Informs other agencies, such as the Health Department and the Building Department of potential violations after conducting a fire inspection of a building or structure when the situation requires such action.
Makes recommendations regarding equivalencies based upon the applicable codes or regulations.
Inspects fuel tanks for compliance with applicable codes.
Inspects fuel pipelines for compliance with applicable codes.
Inspects hazardous materials storage containers for compliance with applicable codes.
Inspects hazardous materials handling procedures for compliance with applicable codes.
Inspects buildings for appropriate signage.
Inspects fuel vehicles for compliance with applicable codes.
Reviews Plans for Code Compliance
Maintains consistency in the interpretation of applicable codes for new and existing conditions.
Talks with building owners, managers, and/or contractors about the adequacy or inadequacy of life safety features or conditions in a building or building plans.
Checks plans to see if they have been correctly routed to the appropriate personnel.
Reviews building construction plans for compliance with applicable codes.
Researches local, state, and national fire and building codes in order to apply knowledge of these regulations in reviewing building plans.
Checks submitted plans to ensure relevant code conformance for hood and duct systems, sprinkler systems, alarm systems, etc., in order to make a determination regarding whether to approve or deny the plan.
Makes notations on submitted plans regarding required changes so that contractor or engineer knows what modifications must be made to proposed structures.
Checks plans with superior officer to resolve code issues related to problems such as accepting an alternative method of code compliance.
Checks plans with building inspectors, electrical inspectors, fire protection engineers, and others to determine if submitted plans can be approved.
Reviews plans with inspectors, as needed, in order to ensure correct documentation of the actions taken or recommended for a particular building plan.

Visits sites during remodeling and new construction to ensure that approved plans are being followed and accurately completed.
Conducts field visits with subordinates to clarify specifications on building plans or in response to a problem or difficulty the subordinate is experiencing.
Attends pre-application meetings with the individual submitting the plans, building inspectors, electrical inspectors, fire protection engineers, and others in order to determine and discuss the adequacy or inadequacy of the plans.
Schedules and coordinates meetings with building developers, architects, owners, and/or contractors regarding code conflicts.
Develops and Manages Special Projects
Talks with relevant members of the Department, members of other government agencies, representatives of organizations, and others to obtain their views and/or concerns related to the project or policy being researched.
Confers with City Attorney to obtain information about possible legal implications of code enforcement actions.
Prepares an outline and/or written proposal of specific steps that will need to be taken to implement and carry out a special project or policy.
Assigns staff or outside agencies to work on a special project or policy as needed in order to ensure that it is implemented properly.
Prepares plans for large events by determining how many inspectors should be assigned and what their specific duties should be.
Recommends new special projects or policies to the Chief based on own research conducted in relation to a particular topic.
Informs superior officer regarding possible complaints that are likely to result from the implementation of a large project.
Manages Permit Process and Code Enforcement
Reviews citation and notice of violation disputes in order to make recommendations to superior officers regarding how to handle the situation.
Confirms that businesses have been notified that a fire permit needs to be renewed.
Reviews requests and applications for permits on major projects or disputed findings, for completeness and accuracy, to determine whether a permit may be issued.
Researches and investigates businesses through site inspections, walk-through, and asking questions to assess if fire permits are needed.
Explains process whereby a permit can be obtained.
Issues notices of violation and/or citations to owners of buildings or structures in accordance with all applicable codes in order to remedy unsafe conditions.
Enforces codes by contacting appropriate regulating agency when necessary.
Refers follow-up inspections to the appropriate area inspector [e.g., district, permit, complaint, highrise, etc.] to ensure that safety violations found during an inspection are abated per instructions.

Discusses fire safety building codes with other public safety officials to determine which codes apply to a particular fire safety problem.
Discusses codes, state legislation, local ordinances, and other life safety requirements with inspection authorities of other departments, such as building and electrical inspectors, in order to come to consensus on uniform interpretation and enforcement.
Advises Chief on actions that need to be taken to enforce proposed code changes and/or proposed legislation changes.

3.1.1(b) Knowledge Statements

Codes and Standards
Knowledge of Title 24 of the California Code of Regulations State Fire Codes.
Knowledge of Title 19 of the California Code of Regulations State Building Codes.
Knowledge of the material contained in building and fire code interpretation manuals.
Knowledge of the material contained in the San Francisco Housing Code.
Knowledge of the material contained in the California State Health and Safety Code.
Knowledge of the material contained in the California Uniform Building Code.
Knowledge of the material contained in the San Francisco Building Code.
Knowledge of the material contained in the California Building Code Handbook.
Knowledge of the Building Code regarding types of building exits.
Knowledge of the building code with regard to standpipe systems and the occupancy associated with various types of buildings.
Knowledge of building code occupancy classifications and the life safety requirements of each.
Knowledge of the Fire Code and Building Code regarding types of standpipe systems.
Knowledge of the Fire Code and Building Code regarding types of sprinkler systems.
Knowledge of the Fire Code and Building Code with regard to the occupancy associated with various types of buildings.
Knowledge of the Fire Code and Building Code regarding types of building construction.
Knowledge of the Fire Code and Building Code regarding types of building exits.
Knowledge of fire codes regarding fire suppression systems.
Knowledge of fire codes regarding fire protection systems.
Knowledge of the material contained in the California Uniform Fire Code.
Knowledge of the material contained in the San Francisco Fire Code and amendments.
Knowledge of National Fire Protection Association (NFPA) Standards 13, 13R, and 13D Sprinkler Installation

Knowledge of NFPA Standard 14 Standpipe Hose Systems.
Knowledge of NFPA Standard 72 National Fire Alarm Code.
Knowledge of NFPA Standard 10 Portable Extinguishers.
Knowledge of NFPA Standard 101, Life Safety Code
Knowledge of NFPA Standard 25, Water-Based Fire Protection Systems
Knowledge of NFPA Standard 231 C, Rack Storage of Material
Knowledge of NFPA Standard 201, Clean Agent System
Knowledge of NFPA Standard 17, Dry Chemical Extinguishing System
Knowledge of NFPA Standard 17A, Wet Chemical Extinguishing System
Knowledge of NFPA Standard 92A, Smoke Control System
Knowledge of NFPA Standard 20, Flammable Liquids Code
Department General Orders, Guides, Handbooks, and Manuals
Knowledge of the SFFD General Orders.
Knowledge of the SFFD Reference Booklet of Sample Reports.
Knowledge of Bureau of Fire Prevention administrative bulletins related to code interpretation and procedures.
Knowledge of the SFFD Rules and Regulations.
Knowledge of the SFFD Managing Employee Performance Manual and Procedures Guidebook.
Knowledge of the SFFD Performance Appraisal System.
Knowledge of the Building Construction manual regarding the manner in which fire affects various types of building construction.
Knowledge of the material contained in the Sprinkler Systems Handbook.
Knowledge of the Building Construction manual and Building Code with regard to the types of construction of various types of buildings.
Knowledge of the Department's High-Rise manual regarding operational procedures for high-rise buildings.
Knowledge of the SFFD High-Rise Manual.
Knowledge of the SFFD Injury and Illness Prevention Program.
Knowledge of the SFFD R-1 Inspection Operating Guide.
Knowledge of the Department's Hose Appliance Manual regarding types of standpipe systems.
Knowledge of the Department's Hose Appliance manual regarding types of sprinkler systems.
Knowledge of Water Supply Manual regarding types of hydrants (single, double, high/low pressures).
Knowledge of the Water Supply Manual regarding water flow.

Knowledge of the SFFD Water Supply Manual regarding different types of water supply (e.g., hydrants, water flow, availability).
Knowledge of building materials, in order to determine if structure complies with applicable fire codes.
Knowledge of building construction (e.g., type of wall) to determine if fire protection equipment is appropriate to construction of building.
Supervision and Management
Knowledge of where to refer personnel for personal or work-related problems.
Knowledge of racial and sexual harassment procedures and reporting requirements.
Knowledge of SFFD procedures for hearing complaints of racial and sexual harassment.
Knowledge of the Americans with Disabilities Act (ADA) and Family Medical Leave Act (FMLA).
Knowledge of the Department's policies regarding personal appearance.
Knowledge of the Department's policies regarding uniforms and protective clothing.
Knowledge of the Department's rules and regulations regarding absenteeism.
Knowledge of the Department's rules and regulations regarding failure to report.
Knowledge of the Department's rules and regulations regarding vacation, sick, disability, and other authorized leave.
Knowledge of Civil Service rules and regulations regarding vacation, sick, disability, and other authorized leave.
Knowledge of the Department's rules and regulations regarding tardiness.
Knowledge of where to refer questions from the public to different agencies within the City and County
Knowledge of reports that need to be completed and when for each event.
Knowledge of who to inform and contact for emergency or routine events.
Knowledge of SFFD procedures for evaluating the work performance of subordinates.
Knowledge of Civil Service procedures for evaluating the work performance of subordinates.
Knowledge of established criteria by which employees' work performance is to be measured.
Knowledge of how to build effective teams.
Knowledge of how to manage change and motivate people.
Knowledge of how to manage problem performance.
Knowledge of planning and time management.
Knowledge of SFFD hierarchy in relation to how information must be forwarded through the chain of command.
Knowledge of SFFD rules and regulations related to supervising personnel.
Knowledge of procedures and requirements for completing SFFD forms and reports as outlined in the Sample Reports manual and in General Orders.

Knowledge of SFFD rules and procedures regarding journal entries and documentation of incidents.
Knowledge of Departmental staff and their functions.
Knowledge of computer software programs such as Outlook, PeopleSoft, and Microsoft Word.
Knowledge of SFFD organization in order to provide information to those outside of the Fire Department.
Knowledge of the capabilities of subordinates, including technical skills.
Inspection
Knowledge of common, prevalent violations that are likely to exist in building to facilitate inspections.
Knowledge of alarm systems and how to reset them.
Knowledge of operation of sprinkler systems and how to operate shut-off valves.
Knowledge of sprinkler supply and operation.
Knowledge of how smoke and heat travel in buildings.
Knowledge of common electrical hazards.
Knowledge of general principles of hydraulics, water supply system friction loss, back pressure, and hose equipment to deliver fire stream.
Knowledge of BFPI Oracle Management Information System (MIS) to retrieve information on violations and citations issued.
Knowledge of how to use the Fire Inspection Tracking System (FITS) to monitor inspection activities.
Knowledge of what types of buildings are regulated by SFFD.
Knowledge of how to read standard blueprints.
Knowledge of codes regarding fire safety requirements at public events and assemblages.
Knowledge of the procedures to be followed when there is a fire code violation.
Knowledge of rights of entry for inspection of fire code violations.
Knowledge of operation of fire suppression equipment such as fire sprinklers, extinguishers, standpipes, fire and life safety systems, and elevator systems.
Knowledge of hazardous materials that could cause danger to firefighters or inhabitants of buildings or structures.
Knowledge of which reference sources are applicable to a particular fire safety prevention problem or concern.
Knowledge of where to obtain information regarding available resources.
Knowledge of how to operate Plan check computer tracking system.
Knowledge of R-1 inspections and home safety procedures.
Knowledge of procedures for completing applications for fire permits in order to answer citizen questions and review submitted permit applications.
Knowledge of fire extinguishers, their appropriate use, and capabilities.

Fire Suppression

Knowledge of maps and Thomas Guides to city.
Knowledge of city streets and direct routes to incident.
Knowledge of traffic patterns at various times of day.
Knowledge of the traffic laws pertaining to emergency response procedures.
Knowledge of ladder-raising procedures in order to determine where and how ladders should be placed in all situation (e.g., on hills or near wires).
Knowledge of different types of water supply (high and low pressure systems).
Knowledge of the type of firefighting equipment that is available in each structure.
Knowledge of turnoff procedures for all utilities (electrical, gas, and water).
Knowledge of building construction (e.g., plumbing, electricity, and gas) in order to work safely within a building in firefighting situations.
Knowledge of building construction (e.g., type of wall - I to IV) to determine how to ventilate.
Knowledge of building construction to enable one to use firefighting facilities and equipment in building.
Knowledge of firefighting equipment, its uses, capabilities, and limitations.
Knowledge of fire ignition sequence.
Knowledge of hazardous materials and their effect on safety of crew and environment.
Knowledge of communications systems, equipment, and procedures used by other entities that affect how SFFD will proceed in its approach to an emergency.
Knowledge of search procedures used by SFFD.
Knowledge of the Department's policies regarding vehicle operation in an emergency response.
Knowledge of the Incident Command System.
Knowledge of community-based fire protection.
Knowledge of the Department's radio procedures.
Knowledge of first responder procedures and equipment.
Knowledge of procedures, practices, and policies for repair, inspection, and maintenance of equipment.
Knowledge of operating characteristics of tools and equipment in order to diagnose problems, malfunctions, or performance conditions.

3.1.1(c) Ability Statements

Analysis and Judgment (Analyzing Information)

Ability to determine what procedures should be used to correct a problem when there has been a fire code violation.

Ability to compare a set of plans with the physical construction to determine whether they are in agreement.
Ability to recognize a hazardous material spill.
Ability to determine, from the information provided by a complainant, the severity/priority of the potential hazard.
Ability to recognize severity in injuries and to decide whom to treat first in a multiple-injury accident.
Ability to determine if plans are in compliance with applicable building code and fire safety code requirements.
Ability to recognize information that will be useful to the firefighting situation.
Ability to assess the safety characteristics of the roof structure.
Ability to integrate information gathered from visual, aural, and other senses and to act accordingly.
Ability to use basic arithmetic operations in order to calculate occupant load calculations, floor areas, etc.
Ability to avoid situations that may compromise the ethical standards of fire inspectors.
Ability to understand implications of technical information being presented by architects, contractors, building inspectors, or engineers.
Ability to recognize when his or her work may be deficient and require additional resources.
Ability to prioritize and determine which issues need to be addressed immediately and which can be deferred.
Ability to recognize misrepresentations on the part of occupants and/or building managers/owners.
Ability to recognize dangerous situations involving crowds.
Ability to select, organize, and present pertinent information in logical order.
Ability to evaluate seriousness of a hazardous situation and when it should be corrected.
Ability to integrate information from non-SFFD sources such as Department of Public Health (DPH), Bay Area Rapid Transit District (BART), etc., with SFFD policies and procedures.
Ability to select, organize, and present information verbally in a logical order.
Ability to determine whether reports have been completed correctly.
Ability to judge subordinates on the basis of their performance.
Ability to recognize violations of rules and regulations and policies and procedures.
Ability to compare the work performance of subordinates with Department standards in order to accurately evaluate their work performance.
Ability to research fire code statutes to identify legal sources that are relevant to the complaint.
Ability to sense cues that indicate that potential personnel problems may arise.
Ability to assess whether a subordinate is having difficulties that require help or referral.
Ability to recognize training needs from observation of on-the-job performance.
Ability to research existing problems to determine why violations have occurred.

Ability to assess capabilities of subordinates from observation of training.
General Communication (Oral Communication)
Ability to explain technical information so that it is understood by others.
Ability to transmit messages clearly, concisely, and according to proper procedure using equipment such as Department radios, telephone, email, etc.
Ability to interact with public to explain hazards so that they know why correction is needed and how they will benefit.
Ability to communicate why a fire code violation is a problem for the violator as well as the DFPI.
Ability to explain the limits and responsibilities of the DFPI and to refer a caller or complainant to the proper agency without upsetting the person.
Ability to enter and retrieve information via a computer.
Ability to keep others informed of developments at the station or work site that affect them.
Ability to explain issues that give violators an opportunity to resolve their problems.
Evaluation and Strategy
Ability to recall information learned in inspection for use in fighting an actual fire.
Ability to remember locations of building, streets, fire hydrants, etc., based on frequent observations of the area.
Ability to accept responsibility when his or her work needs improvement.
Ability to recognize limitations of authority and act accordingly.
Ability to recognize individual differences in subordinates in order to get maximum effort and productivity.
Ability to overcome obstacles or problems that may occur while carrying out an assignment.
Ability to recognize a potentially hazardous situation during inspection and how it could be dealt with during a fire.
Ability to gather information, develop plans and recommendations, and present arguments for particular options.
Ability to collect and combine information from various sources for the purpose of providing summaries, interpretations, drawing conclusions, or recommending actions, policies, or procedures.
Ability to organize information from code books so that it useful in determining whether fire code violations exist.
Ability to apply the correct code and ordinance information to a particular safety problem or concern.
Ability to distinguish performance levels in order to help members improve their performance.
Ability to determine when informal counseling is needed or when there should be formal discipline.
Ability to determine which situations should be referred to a supervisor.
Ability to recognize situations such as building code violations that should be referred to other agencies for the welfare of the public.

Management and Supervision (Interpersonal Relations)

Ability to accept constructive criticism in an appropriate manner by superiors or peers.

Ability to work as part of a team and carry one's load.

Ability to coordinate emergency response activities with personnel from other departments (e.g., police, ambulance, Highway Patrol, or Red Cross).

Ability to follow and carry out orders promptly under stress of fire hazards.

Ability to present and promote a professional image of the SFFD.

Ability to carry out activities in a manner that serves as a model for other personnel.

Ability to demonstrate respect for the opinions of others.

Ability to control personal feelings and demonstrate respect for others involved in Fire Department activities.

Ability to accept criticism from subordinates when appropriate.

Ability to remain calm in stressful situations.

Ability to work effectively with persons from different cultures or backgrounds.

Ability to place his or her individuality secondary to achieving team objectives.

Ability to get along with others in a community work environment.

Ability to share work information that may be of value to peers.

Ability to take initiative in making decisions in the absence of a superior officer.

Ability to explain reasons for actions to gain cooperation.

Ability to recognize the legitimacy of the viewpoints of others.

Ability to communicate effectively with superiors, subordinates, and peers from different cultures and backgrounds.

Ability to solve conflicts between subordinates.

Ability to support subordinates and peers during training and the course of their duties.

Ability to steer a committee on a project.

Ability to verbally express clearly to subordinates the expected standards of performance.

Ability to coach or counsel to improve subordinates' performance.

Ability to recognize declines in performance and when personal problems may be interfering with job performance.

Ability to advise and counsel subordinates who are having difficulties about how they can improve.

Ability to resolve disputes among subordinates, and between self and subordinates.

Ability to provide constructive feedback to subordinate so that subordinate is willing to improve.

Ability to allocate resources according to the needs of the situation.

Ability to recognize differences in resources and equipment and to assign and delegate appropriately.
Ability to organize inspection work schedules in a way that maximizes the amount of work completed.
Ability to plan several schedules that do not conflict with one another and that are all accomplished within the time constraints.
Ability to adjust schedules and coordinate them with the activities of other units.
Ability to consistently apply policies in a fair manner.
Ability to remain detached and neutral when applying Departmental policies.
Ability to control and direct a training session so that all are involved and participate.
Ability to extract information from manuals and to apply it to training activities.
Ability to evaluate and critique training exercises.
Ability to demonstrate procedures in training and in fire practices, and to explain procedures clearly.
(Oral Communication)
Ability to communicate verbally with people from a wide variety of backgrounds.
Ability to verbally explain technical information concerning fire code violations to a complainant.
Ability to understand verbal communications from others.
Ability to effectively communicate his or her understanding of information provided orally by superiors, subordinates, peers, and citizens.
Ability to verbally explain information and procedures in manuals and books to subordinates.
Ability to communicate verbally information about fire or other emergency to team members.
Ability to speak clearly at all times, and particularly in an emergency situation.
Ability to verbally explain or present arguments in support of actions, conclusions, or recommendations for the purpose of gaining agreement, acceptance, or cooperation.
Ability to verbally question a caller or complainant in order to collect the necessary information.
Ability to obtain information from a caller or complainant who may be emotionally upset.
Ability to speak in a polite and courteous manner when a caller or complainant is upset.
Ability to calm a caller or complainant by providing information to find a resolution of the problem.
Ability to communicate appropriately with distraught persons and to calm them.
Ability to question subordinates who are having difficulties to determine why problems are occurring.
Ability to explain procedures clearly in training.
Physical Ability
Ability to perform firefighting activities while wearing Personal Protective Equipment (PPE).
Ability to perform CPR.

Ability to tie knots and to determine when to use them.
(Written Communication)
Ability to develop written operational plans or a set of procedures for addressing common work situations or special conditions.
Ability to write a report that describes in concise and objective terms what was learned during an inspection or investigation.
Ability to write a document that presents data in a clear, accurate, and logical manner, using proper grammar, spelling, syntax, and punctuation and explaining reasons for recommendations .
Ability to recall and record events accurately for making journal entries, preparing investigative reports, documenting personnel actions, and completing other Departmental reports and forms.
Ability to write accurate and succinct descriptive narratives such as a description of a fire inspection issue.
Ability to follow instructions and complete forms, supply orders, and reports, etc., in a timely, concise, and accurate manner.
Ability to read and interpret written material in documents such as reports, standards, maps, written messages, emails, floor plans, fire codes, building codes, and manuals, etc.
Ability to write policies that deal with both present and anticipated issues.

3.1.2 How does this help you?

As mentioned above, job analysis information is used to support the development of assessments used in the selection process. That is, the development of the actual assessments is intended to approximate behaviors that H-22 Lieutenants currently perform. Therefore, to help better prepare the upcoming test components, you may want to first review and familiarize yourself with the job tasks, knowledge areas, and abilities identified in the above sections.

For example, you may want to carefully read through the tasks associated with the various duty areas and then assess your personal level of comfort and understanding of the behaviors that would be required of you if you were to perform those job duties. Such a review may help you to identify those job tasks for which you may need further preparation. Similarly, review the knowledge, and abilities to identify areas where you may wish to improve. [See 4.6 Suggested Reference List for possible source material associated with relevant knowledge areas.] Then, create a study checklist of the subjects or topics that you feel you should learn or “brush-up” on. Mapping out a schedule or plan as to when you can review each of these areas prior to the exam can be reassuring to you, as you will have given some thought to how to best maximize your time to study subjects for which you might most benefit in mastering. Some subjects may just require your quick review and other subjects may require that you devote more time to learn. Your studying schedule should take these differences into account. As you approach the test date, check off the subjects that you had originally identified in your personal checklist of subjects to review.

3.2 Test Content Development and Review

Although the content of a test may not be known in advance, how tests are created should not be altogether mysterious. Test content is derived from the job's major or important work areas. These work areas are often conceptualized from the task groups that are created in association with the job analysis questionnaire.

In the development of test components, the PST works closely with subject matter experts (SMEs) at the rank of Captain or higher to identify scenarios and other work behaviors that can be simulated in the assessment. PST and the SMEs work collaboratively to refine the scenarios, add information, remove information, and otherwise make the scenarios appropriate for use in the assessment. With complete and accurate scenario information for each test item, PST and SMEs, then work again collaboratively to identify the response options (e.g., "positive courses of action" to be taken) for each test item.

4. YOUR TEST COMPONENTS

Take time to familiarize yourself with the information presented below regarding the In-Basket Exercise (IBE) and the Performance Exercise (PE) Role Play.

4.1 Overview of the In-Basket

In the examination, candidates will be asked to assume the role of an H-22 Lieutenant, "Chris Candidate." Chris Candidate will have a variety of different items in his/her "in-basket" (e.g., letters, reports, memoranda, etc.). Candidates will be given a fixed amount of time to review and analyze these in-basket items, and to make notes regarding how they would handle or respond to the items, etc. When this allotted time expires (or if a candidate has finished early and is ready to move on), they will be escorted to another room at the test center where they will be asked to verbally respond to the in-basket items. Their verbal responses will be audio-recorded by a camera. However, the camera will not be recording anything visual. In other words, the raters who assess your performance will only be hearing your verbal responses. Since the raters will not be watching you as you deliver your responses, please feel free to dress casually and comfortably for this particular test component. Also, please note that the raters will not see your notes or any of your documents during their assessment of your performance during this exercise.

You will be allotted one (1) hour and forty-five (45) minutes to review the materials and formulate your response. You will be allotted thirty (30) minutes to record your response to the exercise. You are not required to use all of the time allotted. If you finish early with the review, alert a proctor that you are ready to record your response. If you finish your response before the 30 minutes expires, simply say "I have finished my response," and then open the door to your test room to notify the proctor that you are finished. Remain in the room until the proctor arrives and provides further instruction.

4.2(a) Sample In-Basket Instructions and Items

PART 1: IN-BASKET EXERCISE Sample Candidate Instructions

Candidates will be given an envelope when the In-Basket exercise begins that includes their actual test material and specific test instructions. The instructions in that envelope will be similar to the sample instructions presented below. It is recommended that you become familiar with these instructions so that you have a general idea as to what to expect during the test.

Test Materials

It is recommended that before you begin your review, you should verify that you have all the materials specified in the “List of Contents” contained in your test envelope. If at any time you believe that you are missing test materials, or if you require additional notepaper and/or writing instruments, raise your hand and a proctor will assist you.

In addition to these instructions, you should have a “List of Contents”, documents, notepaper, and writing instruments. Before you begin your review, you should verify that you have all the materials specified on the “List of Contents.” If at any time you believe that you are missing test materials, or if you require additional notepaper and/or writing instruments, raise your hand and a proctor will assist you.

To take the test, you will do the following:

- *Review and analyze the documents.*
- *Determine the steps that would be taken to handle any issues that you identify. [Note that some issues may simply be a matter of processing the task at hand, while others may require analysis to identify the issue.]*
- *Determine who would handle the item/issue. If the situation calls for sending/directing an item/issue to a subordinate and/or superior, state to whom and why.*
- *Determine the priority that you would assign to the item/issue*
- *Make notes to formulate your responses that will be presented verbally in front of a video camera.*
- *Present your answers aloud to a video camera.*

Your answers should be presented verbally in the following format:

1. *Indicate the item that you are addressing by reading out loud the item number from the upper right-hand corner of the document.*
2. *State the steps that would be taken to handle the item/issue.*
3. *State who would be involved in handling the item/issue*
4. *State **only one level** of importance that you would assign to the item that you are*

addressing

- a. Requiring action within the hour (Immediate Attention)*
- b. To be addressed this morning (High Priority)*
- c. To be addressed by end of day (Medium Priority)*
- d. To be addressed in 5 working days (Low Priority)*

Sample Background Information

You must go through all of the items in your in-basket and make sure that all of the issues and problems presented are addressed in a timely manner. As you work, remember the following:

- You are to assume the role of H-22 Lieutenant Chris Candidate.
- You are in the office at 0630 hours on Wednesday, November 29, 2017.
- The Captain is unavailable today.
- Your staffing items apply only to your fictitious Bureau.
- The H-22 Lieutenant's and the H-32 Captain's schedules are not recorded in the journal pages.
- The minimum staffing requirement is 2 inspectors per day.

4.2(b) Sample IBE Item

The following are three samples of IBE items.

Sample Phone Message

Item #1

While you were out

Name	Inspector Albright
Time	0700 hrs
Date	11/29/2017
Respond By	
Phone	415-554-1234
E-mail	anna.albright@sfgov.org

Message

Inspector Albright is calling in sick today and is unable to work the front counter.

Sample Journal Entry – Reference Information

NOVEMBER 29 WEDNESDAY

2017

		0800	Inspector Frink on duty
		1000	Inspector Jones out
		1430	Inspector Leonard on duty

4.3 Sample Answers to Sample In-Basket Items

Note: The sample answers are limited in scope as they are only intended to give you an idea as to how you should responses (i.e., not to teach you necessarily what the right answers are).

“Item 1”

- Importance Level: Immediate Attention
- How would you handle this item and/or situation?
 - Ensure that the inspector’s counter duty is covered
 - Ensure that the inspector’s time is entered into HRMS as SP
 - Enter into journal that the inspector is not at work

“Item 2”

- Importance Level: Medium Priority
- How would you handle this item and/or situation?
 - Confirm date requested is the inspector’s assigned regular day
 - Review and sign approval on signature line
 - Enter in HRMS
 - Enter into journal
 - File originals

4.4 Overview of the Performance Exercise

The PE is a job simulation designed to measure specific job-related knowledge and abilities required when dealing with the public and with subordinates. The PE will consist of a complaint from a “citizen,” a meeting with a “subordinate,” and a writing exercise. For purposes of the exercise, you again will assume the role of H-22 Lieutenant Chris Candidate.

The first scenario of the PE will be a citizen’s complaint regarding the behavior of an inspector. The second scenario will be a meeting held between you (Lieutenant Chris Candidate) and the inspector who is the target of the citizen’s complaint. For the third scenario, you will draft a letter in response to the citizen’s complaint for a senior officer’s signature.

For this exercise, both your verbal and non-verbal behaviors will be video recorded and assessed. Therefore, you are required to wear a white dress shirt and dark slacks for this particular component. Please note that absolutely no badges or insignia are allowed as part of your attire.

Time Limit: Candidates will be allotted five (5) minutes to meet with the citizen, ten (10) minutes to prepare for the meeting with the “subordinate,” ten (10) minutes to meet with the subordinate, and another forty (40) minutes to review their notes and any additional documents, and to draft the letter to the complainant. If candidates finish writing the letter before their time expires, they should remain seated, but raise their hands to alert a proctor. The proctor will then provide further instruction.

4.5 What do the Exercises measure?

The goal of the test exercises is to evaluate candidates’ abilities, including their ability to apply their knowledge of department policies, procedures, best practices, and operations. This hopefully will produce an eligible list that reflects candidates’ relative abilities and readiness to perform if appointed to an H-22 position. Again, these knowledge areas and abilities were identified in the job analysis (see above section 3.1 Job Analysis) as important and required to perform the job of an H-22 Lieutenant. In other words, they link directly back to the job analysis information.

For example, the competencies that MAY be measured by the IBE are linked to the following KSA clusters:

- Knowledge of Codes and Standards
- Department General Orders, Guides, Handbooks and Manuals
- Supervision and Management
- Inspection
- Analysis and Judgment (Analyzing Information)
- General Communication
- Evaluation and Strategy
- Management and Supervision (Interpersonal Relations)
- Oral Communication

Similarly, the competencies that MAY be measured by the PE are linked to the following KSA clusters:

- Department General Orders, Guides, Handbooks and Manuals
- Supervision and Management
- Inspection
- Analysis and Judgment (Analyzing Information)
- Evaluation and Strategy

- Management and Supervision (Interpersonal Relations)
- Oral Communication

4.6 Suggested Reference List

Many candidates find it helpful to study internal source material prior to an assessment. This foundational information can help to increase one's confidence in their performance and can contribute to one's ability to perform successfully in many of the promotional assessment components.

Candidates should, at a minimum, have a working knowledge of all Department Policies, Department Rules and Regulations, Department Manuals, and local, state, and federal laws related to Fire Investigation. Some references are cited below. Revisions, deletions, and additions to these documents by the Fire Department or other authorities may have occurred after September 1, 2017. Candidates are not responsible for knowing these very recent revisions for purposes of this assessment process. That is, candidates are only responsible for content in these documents that existed prior to September 1, 2017.

California Code of Regulations: Title 19
 SFFD Training Bulletins
 SFFD Injury and Illness Prevention Program Manual
 San Francisco Building Code
 San Francisco Fire Code
 San Francisco Housing Code
 California Mechanical Code
 California Building Code
 National Fire Protection Association (NFPA) Standards 13, 13R, 13D and 72
 SFFD General Orders
 SFFD Reference Booklet of Sample Reports
 SFFD Rules and Regulations and Procedure Guide
 SFFD Managing Employee Performance Manual and Procedures Guidebook
 Injury and Illness Prevention Program Manual

5. ADMINISTRATION OF THE H-22 LIEUTENANT TEST

5.1 Location and Sign-in

The IBE is tentatively scheduled to be administered on Wednesday, November 29, 2017. All H-22 candidates will be scheduled at the same session and should receive their test notification/time via email approximately ten days before the test is administered. The PE is tentatively scheduled to be administered on Thursday, November 30, 2017. Both the IBE and PE will be held at:

City and County of San Francisco Test Center
1740 Cesar Chavez St.
San Francisco, CA 94124

At sign-in, your identity will be verified against your picture identification [either Driver License or Department ID].

5.2 Applicants with Disabilities

Applicants with disabilities requiring a reasonable accommodation(s) for this examination process must contact PST as soon as possible, but no later than November 4, 2017, by email to dhrr-publicsafety@sfgov.org or by phone at (415)551-8946 or, if hearing impaired (415)557-4810 (TDD).

5.3 Video Recorded

Your participation in each exercise will be video-recorded so that assessors can evaluate your performance at a later date. A proctor will be present in the test room to address any technical difficulties involving the video equipment, should they occur. Although a proctor will be present in the test room, you should direct your presentation to the camera, not the proctor. Remember that for the IBE, the camera will not be pointed at you. At all times, ensure that your responses are sufficiently clear that they will be recorded. In the event that there is a technical problem during your test administration, testing staff will investigate and attempt to resolve the matter as soon as possible. In some cases, the only reasonable remedy might be to re-record a candidate's performance immediately following discovery of the technical problem.

5.4 Prohibited Items

Certain items are prohibited during the assessment and any sequester period, including any and all electronic communication devices (this includes cellular phones, tablets, iPods, smart watches, recording devices, etc.), any large bags or portfolios (including backpacks and the like where paperwork or electronic devices could be hidden) and paperwork of any kind (e.g., policy manuals, previously prepared notes, notepads, etc.). Please note that if you are scheduled to be sequestered as part of your participation in the assessment (your appointment notice will indicate this), you may bring written reading material that are not departmental manuals (e.g., magazines, books) and snacks. These items will be collected from you when you register for the test, and returned to you following your participation in the test.

You are prohibited from videotaping, audiotaping or taking pictures as these methods capture test content and thus violate the integrity of the test. Please notify PST staff if you have any of these items as they can be stored until you are discharged from the test center. You must turn off your devices. You may place smaller devices in lockers. For larger devices, a note with your name will be attached via rubber band to the device. These items will be placed on a 'prohibited items' table that will likely be located outside of the main holding room, and not in

a secure area. For this reason, it is highly recommended **that you leave such items in your vehicle or at home.**

The City and County of San Francisco will not be responsible for any lost or damaged devices. Anyone who is caught with a prohibited item during testing or the sequestration period is subject to disqualification and other penalties up to and including departmental disciplinary action and ineligibility for future promotional opportunities. Having a device in one's possession that is "turned off" does not exempt a candidate from such consequences. You may not use any materials/devices during the test other than what is provided to you by PST, including any external documents or notes.

A regular wristwatch is okay to wear, but you may not use any watch that has an audible alarm or tone which could distract others. As indicated above, Apple Watches or other watches with photographic capabilities are **not allowed.**

5.5 Test Etiquette and Confidentiality

You should, of course, maintain silence with other candidates during the actual test to avoid the appearance of improper behavior. You should have nothing on your desk or table during the test except the materials you need to take the test (e.g., a writing tool, notepaper). If you have to leave the test room for any reason, obtain the proctor's permission. Do not bring any food or drinks (water is the only exception) into the test room unless you have received specific permission.

Since the content and nature of the assessment components are confidential, you will be required to sign a confidentiality agreement prior to the test in order to participate in the test. There will be no exceptions. By participating in the promotional process you must agree to keep the contents of the assessment confidential. Also, you may not take any of your notes or exercise materials with you when you leave the test. You must turn in all materials once you have completed your test. Failure to do so may result in disqualification.

You should not discuss the contents of the assessment with anyone after the test, including other candidates (even those who have already participated) or individuals of a differing rank (whether they are participating or not). If any proctor, fire department employee or City employee observes you discussing the content of the assessment with another candidate, you may be disqualified from the current and future promotional opportunities.

6. PREPARATION MATERIAL

In addition to reviewing job areas important to the H-22 position and the reference material previously mentioned (as well as references or books relating to supervision, etc.), it also may be helpful for you to prepare by using one of the approaches discussed below.

6.1 Informal Study Group Method

Study groups are often helpful for this type of assessment because group members can brainstorm and create various types of “mock” or hypothetical test scenarios or incidents (involving various types of problems or challenges) that could be possible test material because they are highly relevant to the job in question. The study group could also create questions related to these situations/incidents and share their ideas as to how one should answer or respond to the situations/incidents. The benefit of group study is that it gives one an opportunity to explore perspectives that one might otherwise not consider when addressing a test question/situation. In other words, it often allows group members to compile the “best” available information since it is coming from multiple sources and discussed by individuals with different perspectives.

Sometimes such a study group might divide responsibilities among group members. For example, they might assign the creation of hypothetical test scenarios to particular group members who show an interest or skill in this type of thing. The person could also outline general questions related to the scenarios. The same person or other group members could be assigned to the task of researching and/or documenting appropriate answers or responses to the hypothetical test scenarios/situations. These study group members, in turn, could then submit their scenarios and questions to an administrative lead whose job would be to compile the scenarios into a study guide.

The group then might meet to discuss the scenarios. This part of the process is critical. Individuals should share, discuss, and debate their responses. This is a process where real “learning” often occurs, as group members can gain the perspective of others in the group (e.g., regarding how they would address a given scenario).

Taking notes during these discussions is highly recommended. Leave plenty of room when taking notes so that you can fill in details or make comments later. The sooner you review your notes after meeting with your study group, the better. If possible, you should review your notes several times a week, as well as days before the test. This repeated review will help to ingrain in your mind the points that you have made in your notes so that you can better recall them during the actual test.

6.2 Individual Study Method

Some candidates may be good test takers or believe they have greater mastery of testable subjects than other candidates. Consequently, they may not want to engage in study groups because they believe that sharing what they know would only help their “competition.” Other candidates may simply not have the time or flexible schedule to meet with others for study test preparation purposes. Regardless of the reason, there is of course nothing wrong in deciding to study alone. In fact, many of the recommendations included in the study group method also apply to individual preparation. For example, one could brainstorm scenarios, outline

responses related to the scenarios, research the appropriate responses to these scenarios, take notes, etc., in order to prepare for the test.

If you choose to prepare on your own but still want to network in some limited capacity (e.g., with others who might have prepared the same way as you did), that “hybrid” option also is a possibility. That is, you could share your notes or final study guide with others in advance of the assessment administration and review their material, in turn.

6.3 General Strategies

- Expectations of an SFFD H-22 Lieutenant. Familiarize yourself with the roles and responsibilities of an SFFD H-22 Lieutenant. Review the job analysis section presented earlier in this guide. Talk with current H-22 Lieutenants and ask them about their job and main responsibilities. This will help you learn as much as you can about the position and what would be expected of someone working in this supervisory position.
- Reference List. Review the suggested reference list as this may help you learn proper ways to respond to various situations that may be presented in the test.
- Research “Hot Topics.” You can prepare yourself for the types of scenarios you may encounter in the assessment process by researching important "hot topics" within the SFFD. Such topics may be the basis for hypothetical problems or meetings that you may face in the examination.
- Brainstorm. Ask yourself questions such as: How will I handle problematic situations as a supervisor?; How will I manage and lead my subordinates?; How will I communicate information to others?; and What do I know about important issues related to the Department?
- Practice. Practice by creating hypothetical test scenarios/questions, either alone or with a group, and preparing your responses and answers to those questions/situations.

Diligent preparation for this assessment will help you succeed; however, there are other considerations that can affect your performance on the day of the assessment such as:

- Your Physical Well-being. If you can, do your best to eat right and get a good night’s rest before the test. Avoid drugs, alcohol and sleeping medication the night before. In fact, physical exercise or physical activity can help take your mind off the test the day before and help to relieve some stress. Avoid conflicts or emotional upsets. In other words, you want to be in the best possible condition, both physically and mentally, on the day of the test. Unfortunately, candidates in public safety promotional processes across the country often must work the day before or even the day of a test. Therefore, plan accordingly and think how you can best prepare yourself if you will be facing such circumstances.
- Arrive Early. Make all necessary arrangements to ensure that you arrive early at the test site. It would be wise to anticipate traffic delays in traveling to the site and to allocate

extra travel time to ensure an early arrival even with delays, especially due to the limited parking in the neighborhood of the test center.

- Controlling Anxiety and Stress. Many candidates experience anxiety as a result of the stress and pressure to perform well on the assessment. This is common and natural. Acknowledging your anxious feelings may help you to relax and put yourself in a better mindset for taking the assessment. As much as possible, try to have a positive attitude on the day of the test. Engage in positive self-talk and relaxation breathing. Get rid of excess body tension by tensing and relaxing your muscles. If at all possible, try to keep your mind clear, calm and uncluttered.

6.4 General Test Taking Strategies

There are several strategies and tips to keep in mind when taking the test that will ensure your test score is accurate and reflects your level of knowledge about the job.

1. **Listen carefully.** The exam administrator will provide you with complete instructions for taking the exam. Be sure that you pay close attention to all test instructions. It is extremely important that you completely understand the directions before the exam begins.
2. **Ask questions.** If there are instructions that you do not understand or if something is not clear, please feel free to ask for clarification before the exam begins.
3. **Note start and end times.** Just before the test administrator begins the test, make a note of the time the test will actually begin and the time that the test will end.
4. **Keep track of time.** Budget your time and pace yourself. It is important that you keep track of your time so that you are able to pace yourself throughout the exam. You do not want to run out of time and leave parts of the test unaddressed. It is important that you allot a few minutes of time for one last review of your work at the end of the exam. The test administrator will make several announcements regarding remaining test time, but otherwise you are on your own.
5. **Remain calm.** It is important that you remain calm throughout this exam so that you are able to work most effectively. You can't allow yourself to become nervous or confused by a few difficult or challenging items.
6. **Review all written material carefully.** Scan all the material before you start. This may include the instructions, the test stimulus material and test questions. Then, read everything carefully. Underline key words and/or phrases. Be sure that you understand what you are being required to do.
7. **Extra time.** If you finish the exam before the time period is over, review your work and make any changes that are necessary. Be sure that you have attempted to address every question and/or issue.